



"World Class Courtesy"

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Study Partners

✕ Defense Commissary Agency

✕ Federal Express Corporation

✕ GTE Directories Corporation

✕ Nordstrom

✕ Portland VA Medical Center

✕ The Ritz-Carlton Hotel Company

✕ Social Security Administration

✕ Ultimate Support Systems, Inc.

✕ USAA

✕ U.S. Department of Agriculture



"Courtesy"

Using accepted and appropriate manners
as interpreted from the customer's perspective,
to meet the expectations of the customer.



"World Class Courtesy"

Using exceptional manners, as interpreted from the customer's perspective, to exceed the expectations of the customers.



"A Lesson Learned"

"Courtesy" is not a process, it is a behavior.

To benchmark **"Courtesy"**, we

researched and benchmarked

Quality Customer Satisfaction/Service.

Characteristics



- ✘ The organization's cultural climate reflects a commitment to meeting and exceeding customer expectations.
- ✘ Senior leaders demonstrate by example the organization's commitment to exceptional courtesy.
- ✘ Employees are empowered to fully meet the needs of their customers.
- ✘ Courtesy is practiced by everyone throughout the entire organization.
- ✘ Specific and ongoing training in courtesy is provided.
- ✘ Formal and informal screening techniques are used to hire employees with exceptional skills in courtesy.

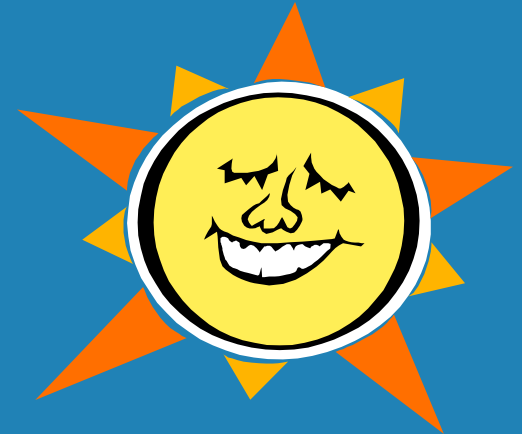
Characteristics

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- ✘ The organization establishes systems to measure the value of its services to customers.
- ✘ Services are provided seamlessly from the customer's perspective.
- ✘ There is zero tolerance for discourteous service.
- ✘ All the organizations found that courtesy improves customer loyalty.

Courtesy is a Behavior

- ✖ A willingness to discover opportunities to exceed the customer's expectations.
- ✖ Sincerity.
- ✖ A friendly smile (even over the phone).
- ✖ Using the person's last name.
- ✖ A neat appearance.
- ✖ Proper use of the language.



Courtesy is a Behavior

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- ✖ Exceptional listening skills (attentiveness).
- ✖ A relaxed and natural tone of voice.
- ✖ Appropriate eye contact.
- ✖ Clear communication at the customer's comprehension level.
- ✖ Knowledge about the product or service.



Cultural Climate

The corporate philosophy of Federal Express
“People-Service-Profit”
teaches that if you take care of your employees,
the employees will deliver a superior service
which their customers reward

We will create a professional, secure, and healthy
work environment that values diversity and fosters
world-class courteous service for our customers and
employees.

SSA Vision



Leadership

Any program of customer service and/or employee **courtesy** can succeed only when it has total commitment from the top of the organization.

Portland VA Medical Center

- ❖ Senior leaders in world-class organizations demonstrate by example.
- ❖ Leaders are responsible for creating, communicating, exemplifying, and reinforcing the organization's commitment to courtesy.



Employee Empowerment

From the customer's perspective, the employee
he or she is talking to **is** the organization!

Empowerment means that each employee is given the responsibility, the training, and the full confidence of the organization to meet and exceed customers' expectations... often without any hand-offs to another employee.



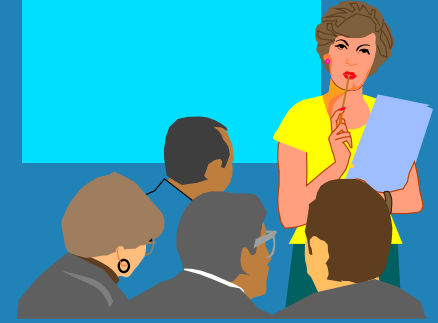
Organizational Courtesy

**“We are ladies and gentlemen
serving ladies and gentlemen”**

Ritz-Carlton's motto

Courtesy is practiced by everyone throughout the world-class organization, and courteous behavior is viewed as underpinning every interaction. Employees treated internally with respect and honor will most often give that same treatment to customers.

Training



Training is not an expense but an investment
GTE Directories Corporation

World-class organizations provide specific and ongoing training in **courtesy**. Best-in-Class business or agencies use effective training protocols to ensure that their customers service goals are achieved.

The message from the organizations is that their best asset is a **trained employee**.

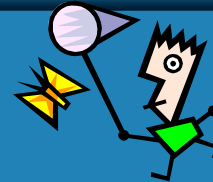
Training

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- ✧ DeCA employees are offered sensitivity training, tapes, and films all aimed at improving **courtesy**.
- ✧ Employees at the Ritz-Carlton are trained to be aware of language and cultural differences. All new employees attend a 2 day orientation that stresses **courtesy** and customer service.
- ✧ SSA telephone service representatives receive two months of training in telephone **courtesy**, presentation skills, dealing with difficult customers, etc.

Hiring Techniques

“Hire Right”



Use formal and informal techniques to hire employees with exceptional skills in **courtesy**.

- ✧ Hiring processes used by our partners:
 - Interviews with structured feedback (up to 10)
 - Formal testing
 - Specific screening and interview processes
 - Character trait recruiting
 - Panel interviews

Performance Measures

First, measure and assess customer expectations for courtesy, then systematically work toward exceeding their expectations.

Ultimate Support Systems, Inc.

- ✦ **Courtesy** is measurable.
- ✦ Measuring **courtesy** with any degree of accuracy requires capturing information on the perception of the customer following an interaction with a member of the organization.

Performance Measurement Systems



- ✕ Focus Sessions
- ✕ Customer Surveys
- ✕ Personal Interviews
- ✕ Customer Satisfaction Measurement Program (GTE)
- ✕ Customer Service Evaluation System (DeCA)
- ✕ One-VA-Employee Survey
- ✕ Comment Cards
- ✕ Courtesy Self-Assessment Survey
- ✕ Exit survey
- ✕ Calling clients who have quit using your services (USAA)



Seamless Service

Customers expect pleasantness and **courtesy** when they deal with you - but they also expect results.

Our partners understand the importance of reducing the number of employees with whom customers must speak before they receive the service they want.

Important strategies they use include:

- Toll free numbers
- Centralized customer assistance centers
- One stop shopping



Customer Loyalty

**Growth through 100% customer
satisfaction**

GTE Vision

The distinct message from each and every one of our partners is that **courtesy** increases customer loyalty. Customer loyalty is critical to the survival of all organizations. We learned that customer loyalty is significantly increased only when **courtesy** is exceptional. Exceptional **courtesy** is often that which is provided in a random and unexpected way so that it surprises and delights the customer.

Tips for Improving Courtesy

- ✘ Be flexible.
- ✘ Take some risks to delight and surprise the customer.
- ✘ Practice servant-leadership.
- ✘ Smile your best smile.
- ✘ Listen as if you mean it.
- ✘ Call people back.
- ✘ Demonstrate phone courtesy.
- ✘ Develop a team focus.